

# Challenging Development and Research Communications *Internal communications*



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GFAR Webinar

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# Essentials I – Cool Quotes

*“The quality of results produced by any system depends on the quality of awareness from which people in the system operate.” Otto Scharmer*

*“Organizational communication is much more than media and tools. An organizational culture in which there is communication is much more powerful and sustainable. Organizational and individual learning accelerates with internal communication. Aligning decisions towards organizational strategy requires internal communication.” Diego Naranjo, PENTA*

# Essentials II – Characteristics of internal communication



**Michael Victor**, speaker of GFAR Webinar  
“Participatory communications and uptake communications”

Some desirable characteristics of internal communications, Michael mentions:

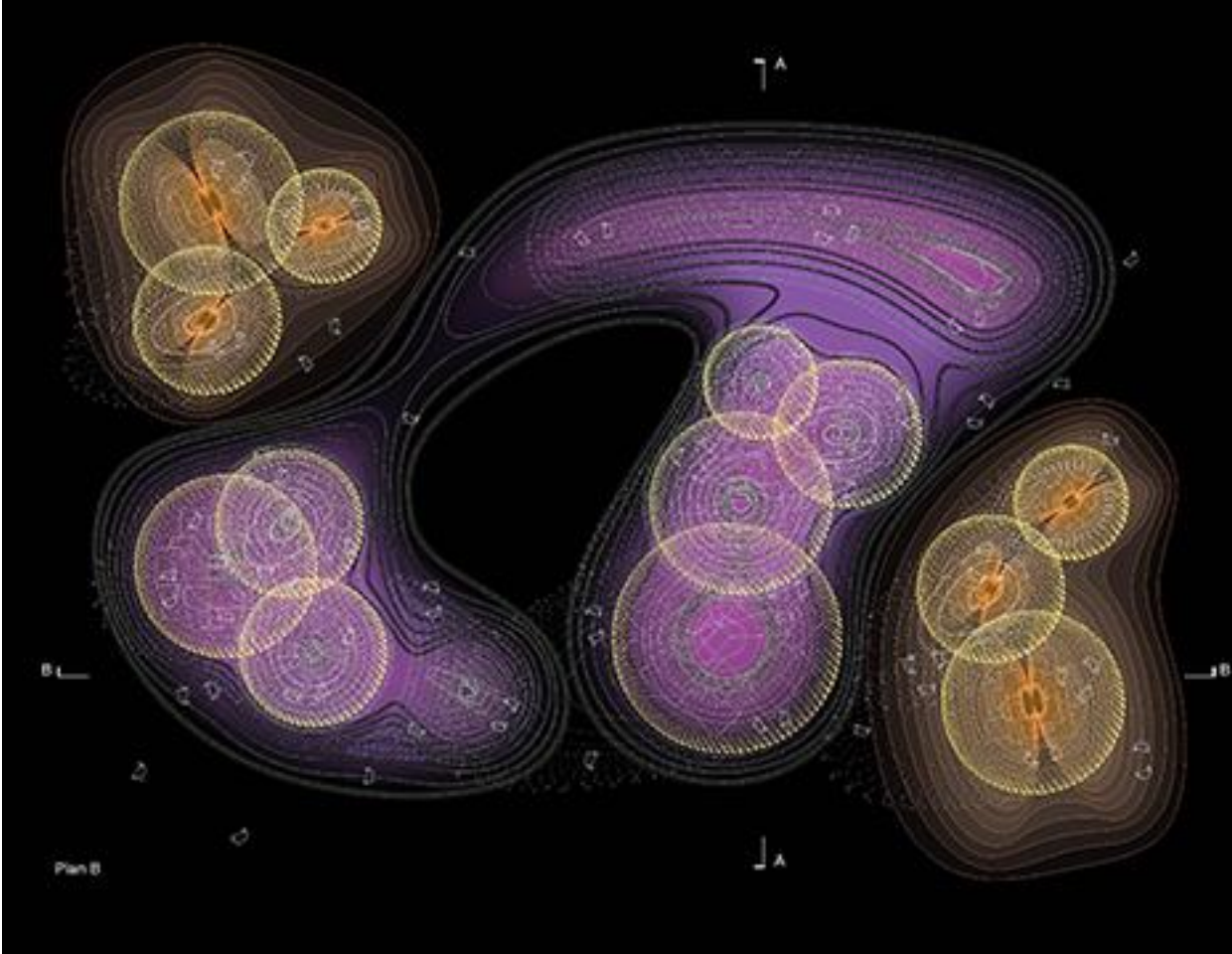
- 👥 Networked approach
- 👥 Multiple dialogues
- 👥 Participatory approaches
- 👥 Recognizing everybody's knowledge  
Inclusive decision making and social learning
- 👥 Create products as a social process
- 👥 Understand local context
- 👥 All types of communications are valid, level of participation depends on objectives, sometimes linear comms works
- 👥 Our job is: Linking and connecting
- 👥 Do M&E to show how comms contribute to outcomes

All of this is also true and essential for internal communications

Our vision, a sustainable food future



# Blurred Boundaries External – Internal Communications



*“... today’s technological advancements translates into a new type of private and public. Disconnection from society, the internet, and media have become the new private. Therefore, [...] we can create a different kind of architecture that is less physical and more informational—whether visual, digital, or otherwise.”*

Think about:

- Technology
- The benefit of the messy stuff
- The Friends of your organization
- What is it that really cannot be shared outside ?

# CIAT AROUND THE WORLD

We work in 53 countries from 21 offices

- **Make affordable, high-quality food** readily available to the rural and urban poor
- **Promote rural income growth**
- **Provide the means** to make a more intensive and competitive agriculture both environmentally sustainable and climate smart

Managua, Nicaragua

Sub-regional Office  
for Central America

Cali, Colombia

Headquarters and Regional Office  
for Latin America and the Caribbean

Lima, Peru

Office at CIP

Port-au-Prince, Haiti

Joint CIMMYT-CIAT Office

Ghana

Nigeria

DR Congo

Zambia

Ethiopia

Uganda

Rwanda

Nairobi, Kenya

Regional Office  
for Africa

Tanzania

Malawi

Hanoi, Vietnam

Regional Office for Asia

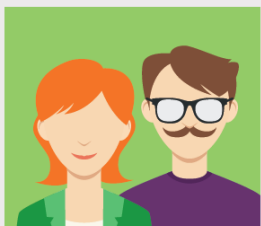
Vientiane, Laos

Los Baños, Philippines



Millennials  
1981-2000

42%



Generation X  
1965-1980

39%



Baby boomers  
1946-1964

19%

## CIAT Culture

- 👥 980 staff, 200 scientists
- 👥 Diversity in nationalities (57 countries)
- 👥 Generational shift 42% < 40 years
- 👥 Less than 40% women, 24% in Research
- 👥 Spanish and English
- 👥 Scientists under pressure to leverage funding

### On a good day, at CIAT we see us as

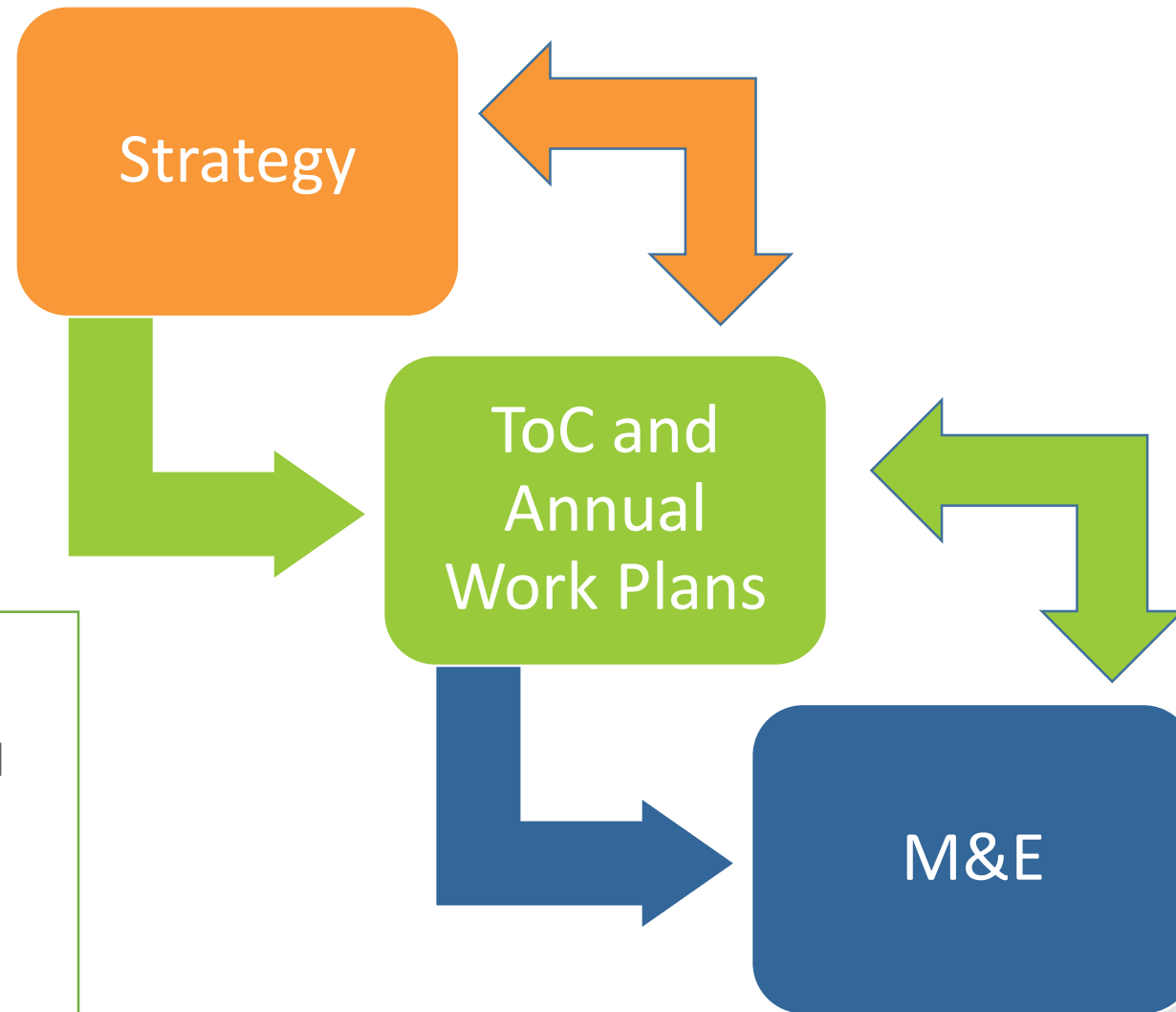
- 😊 Young
- 😊 Dynamic
- 😊 Pioneering new Research
- 😊 Disruptive
- 😊 Having a broad, unique research agenda

### On a bad day, at CIAT we see us as

- 😞 Working in silos
- 😞 Resistant to change
- 😞 Re-inventing the wheel
- 😞 Lacking leadership
- 😞 Unable to unite administration and research






Our vision, a sustainable food future




# Theory of Change: Internal Communications



The innovation of Theory of Change lies (1) in making the distinction between desired and actual outcomes, and (2) in requiring stakeholders to model their desired outcomes before they decide on forms of intervention to achieve those outcomes. (Wikipedia)

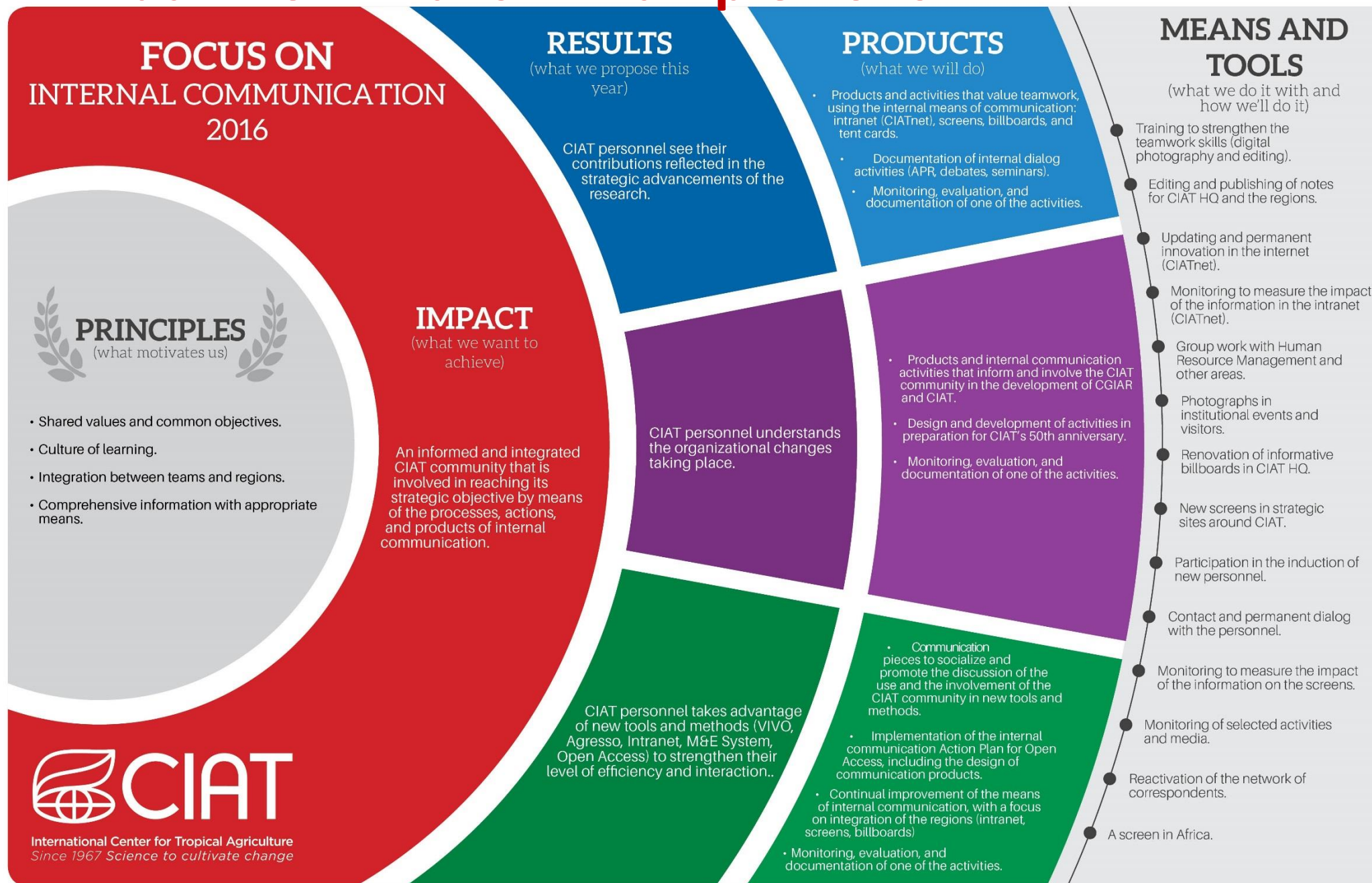
# Strategy: Desired Outcomes of CIAT internal communications

-  Research and administrative staff share the organization's values
-  Researchers integrate between different research disciplines and areas
-  The communication and knowledge management team optimizes communication channels
-  All CIAT personnel understand the 'sustainable food future' principle and know how to apply it in their work
-  Collaborative networks are inclusive

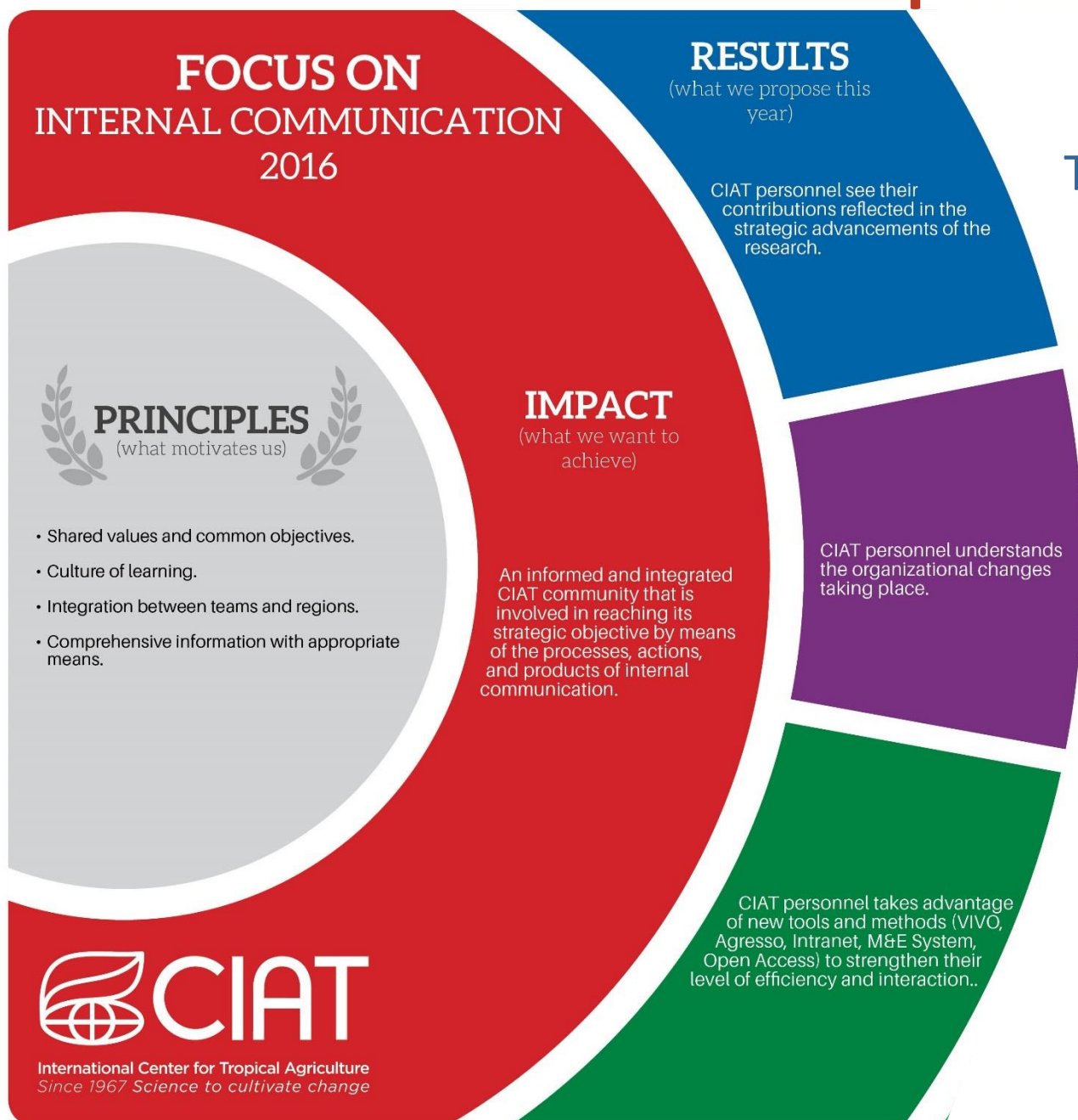
-  Create new spaces for dialogue
-  Foster team work and learning in teams
-  Communicate to create among all staff a better understanding of key developments in CIAT's work and institutional environment



# Annual Work Plans – Example 2016



# Interventions– Three Examples



## Team profiles



## Screens

## Campaigns

Our vision, a sustainable food future





# Team Profiles

## Big Data, the team that seldom rests

by Sylvia Pineda | Nov 24, 2016



*"Big Data is the best methodology for analyzing data and applying models that project a better future for farmers."* This is the conclusion that Luis Vargas, an agronomist with the International Maize and Wheat Improvement Center (CIMMYT), reached after participating in the workshop Analysis of Large Volumes of Commercial Data on Rice, which was held on 24-28 October at CIAT headquarters.

The objective of the event, organized by the [Big Data](#) team in CIAT's Decision and Policy Analysis (DAPA) Research Area, was to strengthen the capacity of data mining technicians from various partner organizations in Latin America and the Caribbean. Their work centers on using models for analysis that converts data into information to facilitate decision making on farm.

"The group got a lot from the workshop. The participants quickly grasped the concepts and managed with ease the *scripts* provided by CIAT's team. All of them were able to complete several rounds of analysis (dealing with climate, soils, and crop management), and this enabled them to make adjustments and see the importance of designing and choosing the variables with care," said Sylvain Delerce, a specialist in site-specific agriculture with [DAPA](#).



### Most popular



Scientists make a splash with urine experiment



Fair Trade Coffee's Aftertaste



On the trail of ancient treasure in Peru



The changing face of agri-entrepreneurs in Asia



Join the internal activities to celebrate CIAT's 50th anniversary



Sink it or lose it: the carbon trade-off

## MyCIAT

MyCIAT retweeted



**Mark Lundy** @markincolumbia

And this is why @LMwanzia leads @MyCIAT to full open access by 2020. FYI also a goal of all the @CGIAR centers. Really important.



25 Mar



**MyCIAT** @MyCIAT

Ya está en línea la primera reunión de 2017 de todo el personal CIAT. Para verla dar clic en el siguiente enlace: [bluejeans.com/s/u52dX](http://bluejeans.com/s/u52dX).



24 Mar



**MyCIAT** @MyCIAT

Página del Gran Reencuentro CIAT 50...compártala con sus excolegas y amigos. [ciat.cgiar.org/event/ciat50-e...](http://ciat.cgiar.org/event/ciat50-e...) #MyCIAT50.



24 Mar



### Celebrations in Asia

The first regional celebrations will take place in Hanoi, Vietnam on 3-4 April 2017. Find out the Agenda.

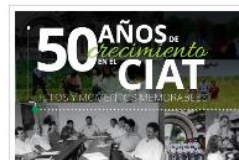
1 2 3 4

## Happening Now



### CIATnet gets a fresh look! / ¡CIATnet se refresca!

The Data, information and Knowledge team launched the intranet homepage CIATnet / El equipo de datos, información y conocimiento lanzó el nuevo Home de la intranet (CIATnet).



### 50 years of growth at CIAT / 50 años de crecimiento en el CIAT

Starting today, and until March 23, all those who can do so have the possibility of making their contributions and collectively constructing the time line of 50 years of institutional life / Desde hoy, y hasta el próximo 23 de marzo, está abierta la posibilidad para que todos puedan hacer sus aportes y así construir colectivamente la línea del tiempo de 50 años de vida institucional.

## Happening Now in Asia

### Find Funding

Submitted Proposals

Calls For Proposals

Pipeline Reports

### Events@CIAT

CIAT 50

Seminars

CIAT Talks

Tejiendo Lazos

APR2016

[Book your room](#)

March 2017						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	





# CIATtalks



CIAT launched CIATtalks, a series of internal debates and discussions on topics that matter to CIAT staff. The objectives are to raise awareness, share and generate knowledge about key issues that shape CIAT's business, foster ongoing dialogue and access to diverse opinions, as well as to influence decision makers within CIAT with opinions and perceptions of staff.

On this page we gather relevant information on each CIATtalk, such as the rationale that led us to organize it, links to related blog posts, or publications. We also provide updates on activities that might have been implemented afterwards.

If you would like to suggest a topic for a CIATtalk, organize a session or have questions please contact **Maya Rajasekharan** or **Simone Staiger**.

.....

CIAT lanzó CIATtalks, una serie de debates internos y discusiones sobre temas que son importantes para el personal del CIAT. Los objetivos son sensibilizar, compartir y generar conocimiento acerca de los asuntos clave que hacen parte de los planes del CIAT, fomentar el diálogo y acceder a diversas opiniones, así como influir a los tomadores de decisiones dentro del CIAT con las opiniones y percepciones de todos los integrantes del Centro.

En esta página recogemos información relevante de cada CIATtalk, tales como la justificación que nos llevó a organizarlo, enlaces a blogpost relacionados, o publicaciones. También proporcionamos información actualizada sobre las actividades que podrían haber sido implementadas después.

Si desea sugerir un tema para un CIATtalk, organizar una sesión o formular preguntas, por favor póngase en contacto con Maya Rajasekharan o Simone Staiger.

**CIATtalk #5:** Failing forward: Learning together from failures in project design and execution

**CIATtalk #4:** Building a Sustainable Food Future: How does CIAT science concretely contribute?

**CIATtalk #3:** Who did the research? Who gets the credit? And other uncomfortable questions on research ethics

**CIATtalk #2:** Should we eat less meat?

**CIATtalk #1:** Usted y yo en el posconflicto colombiano: Oportunidades y desafíos para la comunidad CIAT



ood future

CIAT 50  
1967-2017

# 50 AÑOS DE crecimiento EN EL CIAT

HITOS Y MOMENTOS MEMORABLES

*Porque has hecho  
parte de esta historia...*  
**Suma tu aporte a la línea de tiempo  
del CIAT**

Visita la exposición frente a la  
cafetería principal y participa  
proponiendo un evento, producto  
o personaje destacado  
a incluir.

**Recibimos tus propuestas:**  
hasta el 23 de marzo.

See more on  
Conozca más en  **CIATnet**

Tweets by @myciat

 myciat Retweeted

 Colombia Porvenir

La Unión Colombia Restaura Income after conflict del @Restauración del @CIAT. #UniónColombia

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# Monitoring and Evaluation

## 1. Determine our indicators

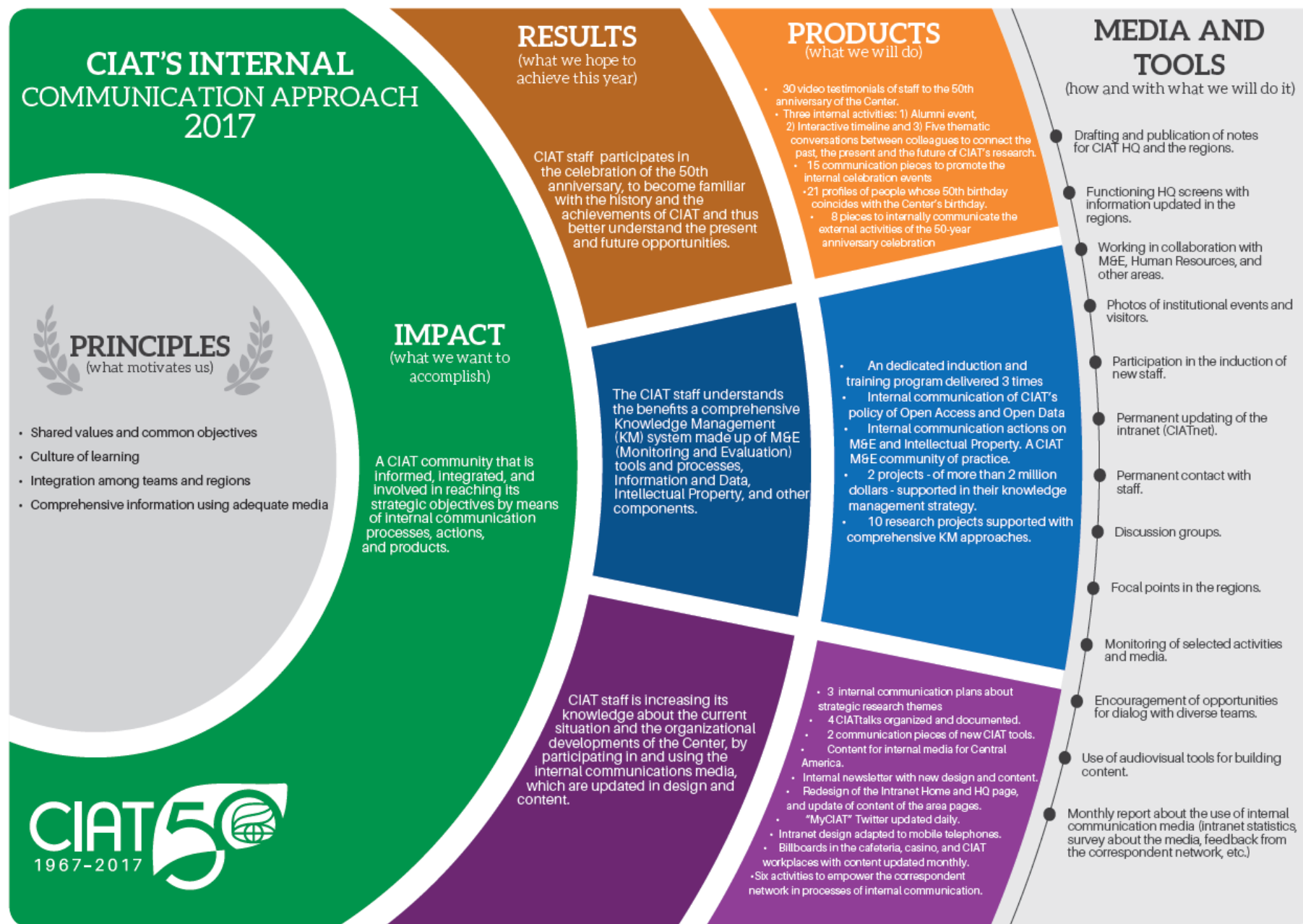
Output	Impact Narrative	What to measure	How to measure it
CIAT <i>talks</i>	CIATtalk participants express their opinions openly and provide input to desirable organizational changes. They suggest new issues to discuss.	<ul style="list-style-type: none"><li>• Number of participants</li><li>• Perception of participants about the usefulness of CIATtalks</li><li>• CIATnet stats</li><li>• Number of new issues suggested.</li></ul>	<ul style="list-style-type: none"><li>• Survey</li><li>• Documentation of debates</li><li>• Focal groups</li></ul>

## 2. Invite to focal group discussions

1. Use of live surveys (Mentimeter.com)
2. Conversation – feedback loops
3. Consult statistics (CIATnet)

## 3. Decide on adjustments and changes in work plan








# Annual Work Plans – 2017 just fyi



able food future



# What makes our / YOUR internal communications thrive

-  Teamwork – loooooong conversations
-  Internal network – internal communications focal points
-  Regional integration with Asia and Africa
-  Well connected with leaders and decision makers
-  Real interest in colleagues
-  Working with same methods and principles than research does, i.e  
Theory of Change
-  Attention to people and process



## Our Team



**Sylvia Pineda**

Enthusiast

A natural connector

Curious



**Carlos Polo**

A cool, always busy  
designer



**José Arana**

Thoughtful

A natural planner

Perfectionist



**Simone Staiger-Rivas**

**Plus:** Carlos Saa, Madelline Romero, Georgina Smith, the comms network, Esteban

Our vision, a sustainable food future






International Center for Tropical Agriculture  
*Since 1967 Science to cultivate change*

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P.O. Box 6713, Cali, Colombia  
Phone: +57 2 445 0000

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